



Dena M. Smith
Clerk of the Board

Mission Statement

In support of the County Board of Supervisors, and in service to the public and fellow county staff, the Clerk of the Board of Supervisors: prepares and maintains records of actions taken by the Board of Supervisors; oversees membership of the county's boards, commissions and committees; licenses businesses operating in the county unincorporated areas; and facilitates the filing and hearing of appeals of assessed property valuations. Our service priorities are timeliness and accuracy. Our services commitments are courtesy and respect.

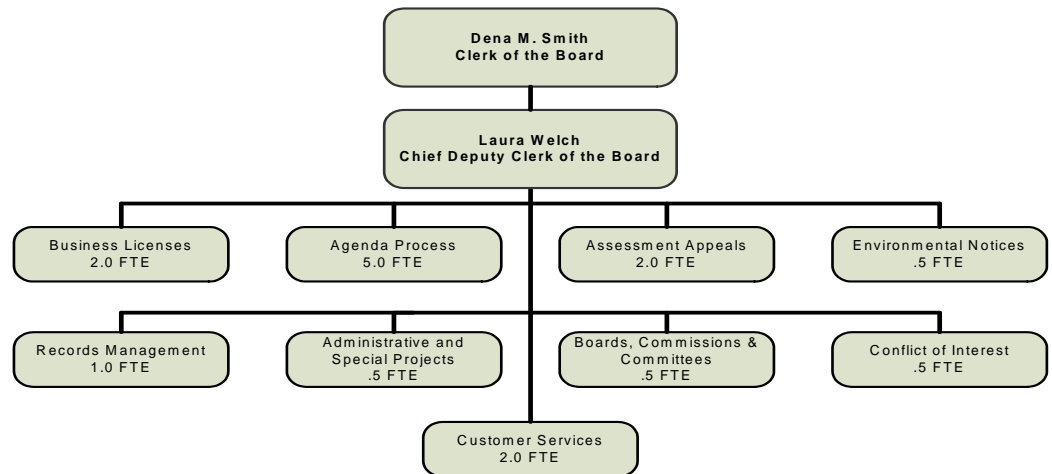
GOALS

**IMPLEMENT
TECHNOLOGICAL
IMPROVEMENTS TO
INCREASE
OPERATIONAL
EFFICIENCY AND
IMPROVE PUBLIC
ACCESS TO
INFORMATION**

**IMPROVE
BUSINESS LICENSE
PROCESSES AND
PROCEDURES TO
ENSURE HIGH QUALITY
SERVICE AND
COMPLIANCE WITH
ORDINANCES**

CLERK OF THE BOARD OF SUPERVISORS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Clerk of the Board of Supervisors (COB) provides legislative support services to the Board of Supervisors (BOS). The department coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to meetings conducted by the BOS. The COB coordinates the annual filing of financial disclosure documents in accordance with state law and local conflict of interest codes.

The county has more than 200 advisory boards, commissions and committees (BCCs) and the COB maintains records and membership information for the county's BCCs. Responsibilities include posting of vacancies, processing of appointments and monitoring of ethics training for more than 1,000 BCC members. In accordance with state law, appeals of assessed property valuation are heard and determined by the county's Assessment Appeals Boards (AAB). The COB provides staff support to the AAB, facilitating the filing, hearing and disposition of thousands of appeals annually.

The county requires that businesses operating in unincorporated areas obtain and maintain a valid business license. The COB receives, reviews and processes business license applications and issues licenses for approved businesses. The COB also: receives, posts and files environmental (CEQA) notices for construction projects in accordance with State Department of Fish & Game requirements; accepts summonses, complaints, planning appeals, requests for tax refunds and Board correspondence; and responds to thousands of requests for information and documents from county staff and the public.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
<u>General Fund</u>				
Clerk of the Board	1,492,677	135,287	1,357,390	16.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT TECHNOLOGY IMPROVEMENTS TO INCREASE OPERATIONAL EFFICIENCY AND IMPROVE PUBLIC ACCESS TO INFORMATION

Objective A: Reduction in the amount of time needed to prepare and process the BOS agenda and related items.

Objective B: Provide public access to live and archived videos of BOS meetings via the internet.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A1. Percentage reduction of staff time required to process agenda items (30 items in 2006-07).	N/A	N/A	5%	5%	5%
1A2. Turnaround time for post-meeting processing/department receipt of completed agenda items (items processed within 10 work days of meeting).	N/A	N/A	75%	80%	85%
1A3. Percentage reduction in staff time required to prepare, process, post and revise the agenda and fair statement (24 hours in 2007-08)	N/A	N/A	N/A	N/A	5%

Status

In 2007-08, the Clerk of the Board continues to make excellent progress in the implementation of technology improvements. Stated objectives related to agenda item processing (Measures 1A1 and 1A2) have been met and exceeded. Success in this area can be attributed to the retention of fully trained staff and improved operating procedures. The COB will continue to seek improvements in these areas as stated and, for 2008-09, the COB is introducing a new Measure (1A3) that will monitor time spent on the preparation, processing, posting, delivery and revision of the BOS meeting agenda and fair statement. This measure, when considered with those already in place for agenda item processing, will provide a more comprehensive picture of the total time required to produce and process the meeting agenda and related documents.

The second objective, internet access to live and archived BOS meetings, has also been met. The CountyVision Network, the county's system for live and archived webcasting of BOS meetings, was launched in April of 2007. The system has proven to be robust and reliable with very few service interruptions or technical issues experienced to date. In addition to the broadcasting of BOS meetings, the system is being used by Board members to post informational reports and updates. CountyVision also provides county staff with access to live or archived training events. Most recently, public hearings conducted by U.S. Senator Barbara Boxer and Assemblywoman Amina Carter were hosted by the county and broadcast via CountyVision.

GOAL 2: IMPROVE BUSINESS LICENSE PROCESSES AND PROCEDURES TO ENSURE HIGH QUALITY SERVICE AND COMPLIANCE WITH ORDINANCES

Objective A: Improve efficiency of tracking and processing business licenses.

Objective B: Establish and maintain updated and accurate business license processes and procedures.

Objective C: Improve compliance with business licensing requirements.

2006-07 ACCOMPLISHMENTS

- ❖ Launched "CountyVision" streaming internet broadcast of BOS meetings
- ❖ Implemented state's first system for electronic filing and on-line posting of Form 700s
- ❖ Collaborated with the Chairman of the Board's office to develop and introduce processes and procedures to streamline the BOS meetings
- ❖ Developed and deployed internet site for the Clerk of the Board



Board of Supervisors meeting



Business license services



Researching agenda items

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A1. Percentage reduction in turnaround time for processing of new business licenses (6 weeks in 2005-06 for new and renewal business licenses).	N/A	15%	20%	15%	20%
2A2. Percentage reduction in turnaround time for processing of renewal business licenses (4 weeks in 2007-08).	N/A	N/A	New	0%	25%
2B. Percentage of business license ordinances reviewed and revised.	N/A	N/A	New	50%	100%

Status

In 2007-08, the stated goal of reduced processing time for business licenses was met, although not to the extent anticipated. Further review of this target measure led to the realization that, given the more rigorous process and requirements for new licenses (versus renewal licenses), this measure should be split. Therefore, in 2008-09, the COB will establish separate measures and targets for improved efficiency in the processing of new (Measure 2A1) and renewal (Measure 2A2) business licenses.

In 2006-07, the COB completed a comprehensive review and update of the processes and procedures for licensing of businesses in the unincorporated areas. In 2007-08, the County Code sections governing business licensing were examined and the COB began working with County Counsel to update and revise these ordinances. This is a tedious and time-consuming process that will continue through 2008-09 with the goal of having adopted revised ordinances by June of 2009.

Determination of appropriate measures to monitor compliance with business licensing requirements has proven difficult. For 2007-08, the COB set a target measure of 35% compliance (percentage of businesses licensed). Implementation of expiration notices and renewal reminders, along with a mail campaign directed towards unlicensed hotel and motel operators, has led to an increase in the number of licenses issued. However, since there is no data available regarding the number, location or types of businesses operating in the county unincorporated areas, percentage of compliance cannot be calculated. This measure has been removed for 2008-09.

Many businesses operating in the county unincorporated areas are subject to inspection and/or required to obtain permits from county departments. However, the departments involved in these processes cannot easily share their information. In 2007-08, the county established its first new business license category in many years (rental dwellings). The COB, in collaboration with Land Use Services and Environmental Health Services, will work on development of a shared database environment (Permits Plus) that will allow the departments to view each other's inspection and licensing information. In 2008-09, the COB plans to implement the Permits Plus system for one business license type (rental dwellings) as a first step towards development of a comprehensive listing of businesses in the unincorporated areas and our goal of improved business license compliance.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Remodel of office to provide office space for supervisors (CIP request)	-	115,000	-	115,000
The Clerk of Board (COB) is requesting one-time additional general fund financing for an office remodel in order to provide Board Services Supervisors with office space. The remodel would reduce and reconfigure the Clerk's office to establish a small conference room and office space for each of the two supervisors currently providing line supervision to 12 clerical staff positions. The supervisors currently work in staff cubicles and the remodel will provide a place where the supervisors can work and speak confidentially. The request is consistent with County Policy. The CIP request and cost estimate was provided by the Architecture and Engineering Department.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Completion of office remodel project.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST

In 2008-09, the department proposes to increase the existing business license fee by 3%. A review of the current structure reveals that fees are not adequately recovering costs.

If there are questions about this business plan, please contact Dena M. Smith, Clerk of the Board of Supervisors at (909) 387-3848.

SERVICE IMPACTS

With the proposed fee increases, the department will be able to recover actual costs and maintain current levels of service.



Assessment Appeals Hearing



Statement of Financial Interest (Form 700) Review



Mark H. Uffer
County Administrative
Officer

Mission Statement

The County Administrative Office maximizes constituent services and satisfaction by developing and implementing budgets, policies, and procedures, and by directing and/or coordinating departmental activities according to the County Charter, general laws, and to meet the strategic goals adopted by the Board of Supervisors.



GOALS

**SUPPORT THE
IMPLEMENTATION OF
DECISIONS BY THE
BOARD OF
SUPERVISORS**

**EFFECTIVE AND
EFFICIENT DELIVERY OF
COUNTYWIDE
SERVICES**

**ENSURE THE OVERALL
FINANCIAL HEALTH OF
THE COUNTY**

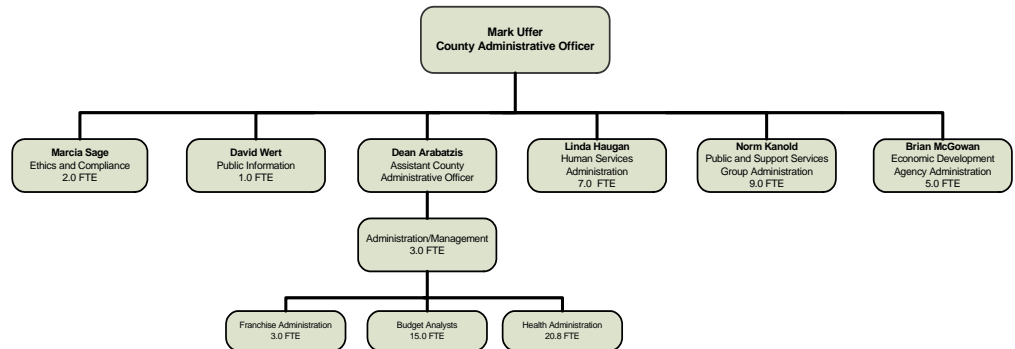
**COMMUNICATE
COUNTYWIDE
OPERATIONS**

**INCREASE EMPLOYEE
AWARENESS WITH
ETHICS PROGRAM**

**EFFECTIVE DELIVERY
OF EMERGENCY
SERVICES**

COUNTY ADMINISTRATIVE OFFICE

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The County Administrative Office (CAO) is responsible to the Board of Supervisors for the general administration and coordination of all county operations and programs, together with the preparation and administration of the county budget.

The CAO oversees the operations of county departments whose department heads are appointed by the Board of Supervisors or County Administrative Officer, and assists in the coordination of activities of departments headed by elected officials. Additionally, the CAO oversees the Public and Support Services Group Administration (PSSG), Human Services Administration, and Economic Development Agency Administration. PSSG departments plan and implement facility and infrastructure development and maintenance programs (roads, flood control, buildings); provide public services in unincorporated communities (planning, fire, special districts, parks, museums); and serve departmental needs (vehicles, space, leasing). Human Services departments are responsible for the county social service programs under applicable mandatory federal and state regulations. These departments are Transitional Assistance, Children's Services, Adult Services, Preschool Services, Child Support Services and Veterans Affairs. Economic Development departments seek to facilitate economic growth within the county through programs that enhance workforce skills, infrastructure, business development, housing opportunities and community development projects. These departments are Community Development and Housing, Economic Development, the Redevelopment Agency, and Workforce Development.

Within the CAO resides a Health Administration function that provides administrative oversight for the health related departments and the Inland Counties Emergency Medical Agency, and seeks to expand and coordinate collaborative opportunities among these departments. Health Administration also coordinates major health financing issues, such as realignment, medical center debt financing, and disproportionate share hospital funding.

The CAO is also responsible for coordinating county activities with other local government entities, including cities and other counties, and is responsible for the county's long-term debt functions and capital improvement program.



2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance and Revenue Over/(Under)	Staffing
General Fund					
County Administrative Office	5,299,244	-	5,299,244		25.0
Franchise Administration	304,387	-	304,387		3.0
Litigation	388,681	-	388,681		-
Joint Powers Leases	21,437,356	-	21,437,356		-
Health Administration	159,507,612	144,507,612	15,000,000		20.8
Public and Support Services Administration	1,971,766	-	1,971,766		10.0
Human Services Administration	1,323,506	1,124,979	198,527		8.0
Economic Development	781,690	-	781,690		6.0
Total General Fund	191,014,242	145,632,591	45,381,651		72.8
Other Funds					
Ambulance Performance Based Fines	306,451	131,000		175,451	-
Pediatric Trauma	337,337	322,569		14,768	-
Hospital Preparedness	518,850	288,803		230,047	-
Medical Center Lease Payments	53,419,848	53,008,963		(410,885)	-
Master Settlement Agreement	27,434,886	18,500,000		8,934,886	-
Total Funds	82,017,372	72,251,335			
Total - All Funds	273,031,614	217,883,926	45,381,651		72.8

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: FACILITATE, SUPPORT, AND ENSURE THE IMPLEMENTATION OF DECISIONS BY THE BOARD OF SUPERVISORS

Objective A: Provide comprehensive and timely analysis and recommendations regarding emerging legislation, funding impacts, trends and issues.

Objective B: Conduct regular Board briefings to keep each supervisor apprised of changing events and their impact on county operations and resources.

Status

This goal was chosen in order to enhance the quality of service provided to the Board of Supervisors by the CAO. As the administrative arm of the Board of Supervisors, it is the responsibility of the CAO to provide support for the Board's decisions and to carry out those decisions with efficiency and effectiveness. In order to do so, the CAO must provide the Board with timely and accurate information that will aid in their decision making process. The CAO adhered to these objectives and provided the Board with valid information in a timely manner throughout the year. Because this goal and its objectives are always pertinent to the CAO's mission, it will be a permanent goal for this office.

GOAL 2: PROMOTE THE EFFECTIVE AND EFFICIENT DELIVERY OF COUNTYWIDE SERVICES THROUGH THE USE OF CONTEMPORARY MANAGEMENT TOOLS

Objective A: Implement countywide strategic planning, which includes cross agency planning.

Objective B: Utilize collaborative leadership to integrate services and improve service delivery outcomes.

Objective C: Continue to develop and improve the San Bernardino County Business Plan in order to support the annual budget plan and evaluate the progress of county departments.

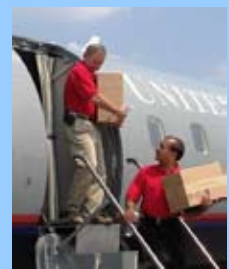
Objective D: Continue to promote and develop the performance measurement system to monitor the effectiveness of county programs and strategic planning.

2006-07 ACCOMPLISHMENTS

- ❖ Received the Government Finance Officers Association's Distinguished Budget Presentation Award



- ❖ Received higher Bond rating of an A+ from Standard & Poor's on the county's certificates of participation and pension obligation bonds
- ❖ Received highest honor Humanitarian Award from the American Red Cross, for the quick effort to assist the City of Gulfport, Mississippi after Hurricane Katrina



- ❖ Received NACO award for Service F.I.R.S.T. program



Objective E: Continue to promote strong customer service skills for all county employees through the Service F.I.R.S.T. program.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2D. Percentage of departments implementing the performance measurement system.	N/A	100%	100%	100%	100%

Status

One responsibility of the CAO is to oversee the operations of the various county departments. In its oversight, the CAO seeks to promote the improvement of business processes so that each department can provide more services efficiently and effectively, using fewer dollars, and with a higher level of quality. Through the countywide business plan, this office has required each department to provide performance measurements for their annual objectives. Throughout the year, the CAO has continued to promote and develop the performance measure system and will perform a random audit on the 2006-07 actual results. In addition, departments are now required to create measurements that will keep them accountable for how they will use additional general fund money approved by the Board of Supervisors. It is believed that the continued integration of performance measures by each department will help to improve the services of the departments.

The Service F.I.R.S.T. program, initiated in the Spring of 2006, was established with the intention of improving the level of customer service county employees provide to all that do business with, and for, the county. In 2006-07, approximately 17,000 employees were trained through the incorporation of Service F.I.R.S.T. into the New Employee Orientation, and the completion of 31 Service F.I.R.S.T. training sessions. The training sessions were conducted in locations in every region of the county from San Bernardino to Needles. As a part of the accountability section, a Mystery Shopping program was developed to capture data on how customers are treated during telephone and in-person contacts. Through this program, data from 1,016 Mystery Phone Shops and 158 Mystery In-person Shops was collected. Overall results showed that approximately 90% of employees are doing a good to great job of providing excellent customer service while approximately 10% need assistance in this area. In addition to the above, the rewards component of Service F.I.R.S.T. was initiated through the development of a Supervisor Toolkit that gave supervisors and managers tools to utilize in recognizing staff for excellent service. A formal rewards and recognition program will be launched during the first quarter of 2008, as well as the continuation of the other Service F.I.R.S.T. program components. The continued development of this program in 2008-09 is an important step in the ongoing process of improving county services.

GOAL 3: ENSURE THE OVERALL FINANCIAL HEALTH OF THE COUNTY OF SAN BERNARDINO

Objective A: Ensure county resources are effectively and productively spent.

Objective B: Increase revenue received from external sources.

Objective C: Protect existing revenues and ensure ongoing costs are paid by ongoing revenue.

Objective D: Maintain adequate county reserves and ongoing set asides.

Objective E: Continue long-term forecasting to better prepare the county for future uncertainties.

Objective F: Continue monthly reports to better inform county management of current year budget performance.

Objective G: Maintain solid working relationships with rating agencies, investors, and insurers.

Status

An important goal of the CAO is the financial stability of the County of San Bernardino. The financial health of the county is essential in order to guarantee that services are provided to its citizens. In 2006-07, the CAO, through its newly hired Grant Coordinator, helped departments to aggressively pursue alternate funding sources to support their services.

The CAO also seeks financial stability by maximizing the use of county resources. One of the CAO's current endeavors is the new building program. As the county's population continues to grow, the demand for services requires that the county acquire additional work space. Rather than leasing office space, the county is looking to purchase nearly 500,000 square feet of new office space in the downtown San Bernardino and Victor Valley areas. Through a purchase rather than a lease building program, the county will be acquiring necessary office space as an investment rather than an additional county operating cost. The county has already set-aside \$20.0 million of ongoing financing in its annual budget to cover any debt service relating to the purchase or construction of these buildings. Until purchase or construction occurs, any unspent portion of this \$20.0 million is reserved at each year end to enable the county to finance a portion of these projects in cash, ultimately resulting in lower annual borrowing costs. Adding this additional \$20.0 million per year to reserves also helps to guarantee the accomplishment of the CAO's objective of maintaining adequate county reserves. The county has also planned financially for other major projects that will commence in the future.

The 2007-08 performance measure "Percentage increase of ongoing set asides" was determined to be an inadequate measure since it all depends on what programs/projects are on the horizon.

GOAL 4: COMMUNICATE COUNTYWIDE OPERATIONS IN AN EFFECTIVE MANNER

Objective A: Continue to promote the new e-mail subscription service by GovDelivery Inc., which allows anyone visiting county websites to sign up and receive free e-mail updates on a variety of county topics.

Objective B: Establish a public education and awareness campaign of countywide services.

Objective C: Continue to improve upon the presentation of the Budget Book and receive the Government Finance Officers Association's Distinguished Budget Presentation Award.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A1. Number of county department pages available for email subscription services through GovDelivery, Inc. (amended)*	N/A	34	140	170	170
4A2. Number of pages subscribed by consumers.	1,174	9,852	17,000	17,000	20,000
4B. Percentage of targeted audiences reporting awareness of county services and operations, including how to access county services.	N/A	41%	65%	65%	75%

* The measurement above has been amended to clarify and make more appropriate to the goal.

Status

The CAO's mission statement promotes the maximization of constituent services and satisfaction. In order to accomplish this important mission, the county's operations must be known by its constituents. Increasing resident awareness of county operations, including how to access services, is vital to the continuing promotion of effective and efficient delivery of county services.

Although the county currently does a commendable job at conveying itself to the public, the CAO is always looking for ways to get across the county's message even more clearly. One way in which the county has moved forward in this effort is through the purchase of a new e-mail subscription service run by GovDelivery, Inc. This service allows any person who visits a county website to sign up and receive free e-mail updates on a variety of topics. From September to November of 2006, the county averaged a 113% monthly subscriber growth on the available sites, indicating a desire from subscribers for up-to-the-minute information availability. The initial version of Measurement 4A1. did not take into account that approximately one-third of county departments are internal support to frontline services and do not interact with the public. The adjusted measurement more accurately measures the evolution of pages available for subscription from departments with direct services of interest to the public. As an objective for 2008-09, the CAO will continue to encourage departments providing direct services to the public to utilize this new and important service and performance measure will continue to evolve and include subscription growth in order to further ensure their services and web information updates are readily available to the public.

Providing public services to the residents and businesses of San Bernardino County is one of the county's highest priorities. As a public service organization, the county operates best when the people it serves and the employees who

provide services are aware and informed of services available and how to access those services. The County Administrative Office-Public Information is charged with keeping the general public, along with departments, agencies and staff, educated about, and aware of, services, programs and operations throughout the county. Several factors, including the massive geography and evolving demographics of the county, require a comprehensive and coordinated effort to ensure the promotion of services, programs and operations countywide. The County Administrative Office-Public Information expects to implement the Public Education and Awareness Campaign in early 2008 and will re-survey audiences at campaign completion.

In addition, the CAO has looked to improve its effectiveness in communicating its financial affairs through the receipt of the Government Finance Officers Association's *Distinguished Budget Presentation Award* for its "2006-07 Final Budget Book". The CAO will continue to pursue this prestigious budget award every fiscal year.

GOAL 5: INCREASE EMPLOYEE AWARENESS OF AND COMPLIANCE WITH THE COUNTY'S ETHICS PROGRAM

Objective A: Develop an ethics and compliance training program designed to reach every county employee.

Objective B: Develop a communications program designed to increase county employees' awareness of the new Ethics and Compliance Program.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
5A. Number of county employees and officials participating in ethics and compliance training (amended) *	N/A	1,800	1,900	1,900	7,500
5B. Percentage of county employees receiving ethics and compliance materials.	N/A	11%	100%	100%	100%

* The measurement above has been amended to clarify and make more appropriate to the goal, in addition, all numbers are rounded.

Status

Toward the end of 2005-06, the CAO hired a Chief County Ethics and Compliance Officer (CCECO) to create, implement and oversee a countywide ethics and compliance program. One of the duties assigned to the CCECO was to design a new public service ethics training module for new employees. In September 2006, the new training module began and trained approximately 1,300 new employees and approximately 500 existing employees. The existing employees either received public service ethics training required under AB 1234 or ethics and compliance awareness education. An ongoing training program for existing employees will be planned and budgeted in 2008-09. This project will include identifying a vendor to develop online compliance training.

In addition, the CAO also assigned the CCECO with increasing awareness of the county's new ethics and compliance program. Toward this end, construction of a new website, to be accessible by the public, was commenced in 2007. The 70 page website is in the beginning stages and is expected to be published in early 2008. When live, the website will enable visitors to access the county's rules and standards governing employee conduct as well as other educational tools and resources about county ethics and compliance. Accompanying the launch of the website and case reporting system is a series of communications promoting these products and the county ethics and compliance program generally. A more extensive awareness campaign will be budgeted and scheduled for 2008-09.

GOAL 6: ENSURE THAT THE MOST EFFECTIVE EMERGENCY SERVICES ARE DELIVERED TO THE RESIDENTS OF SAN BERNARDINO COUNTY

Objective A: Designate Cardiac Care Hospitals (CCH) to allow paramedics to transport cardiac patients directly to the CCH's in order to access the services of cardiologists in a more timely manner.

Objective B: Develop and implement a Cardiac Care Quality Assurance Program to monitor the timely and correct transport of cardiac patients.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
6A. Number of Cardiac Care Hospitals designated in the Inland Counties Emergency Medical Agency jurisdiction.	N/A	N/A	N/A	N/A	4
6B. Percentage of 911 transports reviewed to ensure that patients are being transported to designated CCH's in a timely manner.	N/A	N/A	N/A	N/A	40%

Status

On February 6, 2007, the Board of Supervisors approved the separation of the Inland Counties Emergency Medical Agency (ICEMA) from the Public Health budget unit, to be included as a separate organization within the Health Administration Division and administered directly by the County Administrative Office. As such, it is a goal of the CAO to ensure that effective emergency services are delivered to the constituents of San Bernardino County. In this effort, ICEMA is charged with the coordination, evaluation and monitoring of emergency medical services within public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, as well as the effectiveness of Emergency Medical Services (EMS) educational programs and medical disaster preparedness.

On December 4, 2007, ICEMA also received approval from the Board of Supervisors to develop and release a Request for Proposals in order to seek qualified consultants to perform a countywide assessment of the existing ICEMA system. Given the tremendous growth in population, housing and traffic within the county, a countywide assessment of the existing emergency system is important to determine whether it can continue to meet the emerging needs of the county.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. In 2006-07, the department received 2.0 additional positions and \$269,600 in ongoing general fund financing to help support the completion of the automation Computer Aided Facilities Management program (CAFM).	2.0	269,600	-	269,600
2. In 2007-08, the department received \$40,000 in ongoing general fund financing for the restoration of a part-time employee who will provide leadership and support to the Master Gardener program.	-	40,000	-	40,000
3. In 2007-08, the department received 1.0 additional position and \$100,000 in ongoing and \$200,000 in one-time general fund financing to work with departments to identify priority grant programs and for local matching funds for grant submissions.	1.0	300,000	-	300,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of county-owned and leased buildings with electronic format (AutoCAD) floor plan drawings. (The county has 9.7 million square feet of owned and leased facilities.)	25%	30%	40%	40%	50%
P2. Percentage increase in the number of master gardeners trained.	N/A	N/A	10%	10%	10%
P2. Percentage increase in the number of educational contacts.	N/A	N/A	10%	10%	10%
P3. Competitive grant funding received by the county or nonprofits in collaboration or associated with the county.	N/A	\$1.5 Million	\$900,000	\$1.5 Million	\$1.5 Million

Status

In 2006-07, the CAO received additional funding to hire two positions, Programmer Analyst III (PAIII) and Asset Management Analyst, to improve the building inventory, centralize the database for capital planning activities and information, and track facility condition data with inventory, preventative maintenance schedules, and energy management systems. In 2007-08, the PAIII and its funding were transferred to the Information Services Department. Both positions were filled and considerable progress has been made in improving the building inventory, including the addition of approximately 556,000 square feet of electronic format floor plans and condition assessment data for nearly 1.9 million square feet of space. In 2007-08, the CAO is estimating 40% of the buildings will have electronic drawings. Additional funding for software upgrades, annual maintenance and training have been achieved. There continues to be ongoing activities for the complete automation of CAFM.

The mission of the University of California Cooperative Extension (UCCE) Master Gardener program is to educate volunteers who render service and provide non-biased, research based horticultural information to the community. Volunteers receive a minimum of 50 hours of instruction that cover topics including water conservation; lawn care;

ornamental trees and shrubs; insect, disease, and weed management; soils and plant nutrition; vegetable gardening; home fruit production and garden flowers. In exchange for training, participants are obligated to volunteer at least 50 hours of service to the community within one year following the training. In San Bernardino County, Master Gardeners volunteers provide over 5,000 volunteer hours annually staffing a hotline addressing consumer horticulture questions via phone and e-mail; staffing public service booths for non-profit events throughout the county; assisting in the development of community and therapeutic gardens in conjunction with local school districts, parks departments and hospitals; and, conducting gardening and firescape workshops for local residents. UCCE in San Bernardino County is currently recruiting a Master Gardener Program Coordinator to schedule and coordinate hotline volunteers, oversee class scheduling, direct student recruitment and selection, and coordinate volunteer activities. This position is being funded by the \$40,000 funding augmentation provided to UCCE by San Bernardino County in 2007-08.

The addition of the 1.0 Grant Writer position in 2007-08 enabled the grant office to submit \$5.0 million in grant applications on behalf of county and community groups. The 2007-08 estimate is projected based upon confirmed grants. In 2008-09 the grants office anticipates another \$1.5 million in acquired funds, despite ongoing funding reductions projected in the state and federal budgets. Even though federal budget reductions are projected, it is anticipated more funding will be shifted from earmarks into the competitive grant category. The grants office is requesting a continuance of the \$100,000 in matching funds to enable a viable response time to federal and state competitive opportunities.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

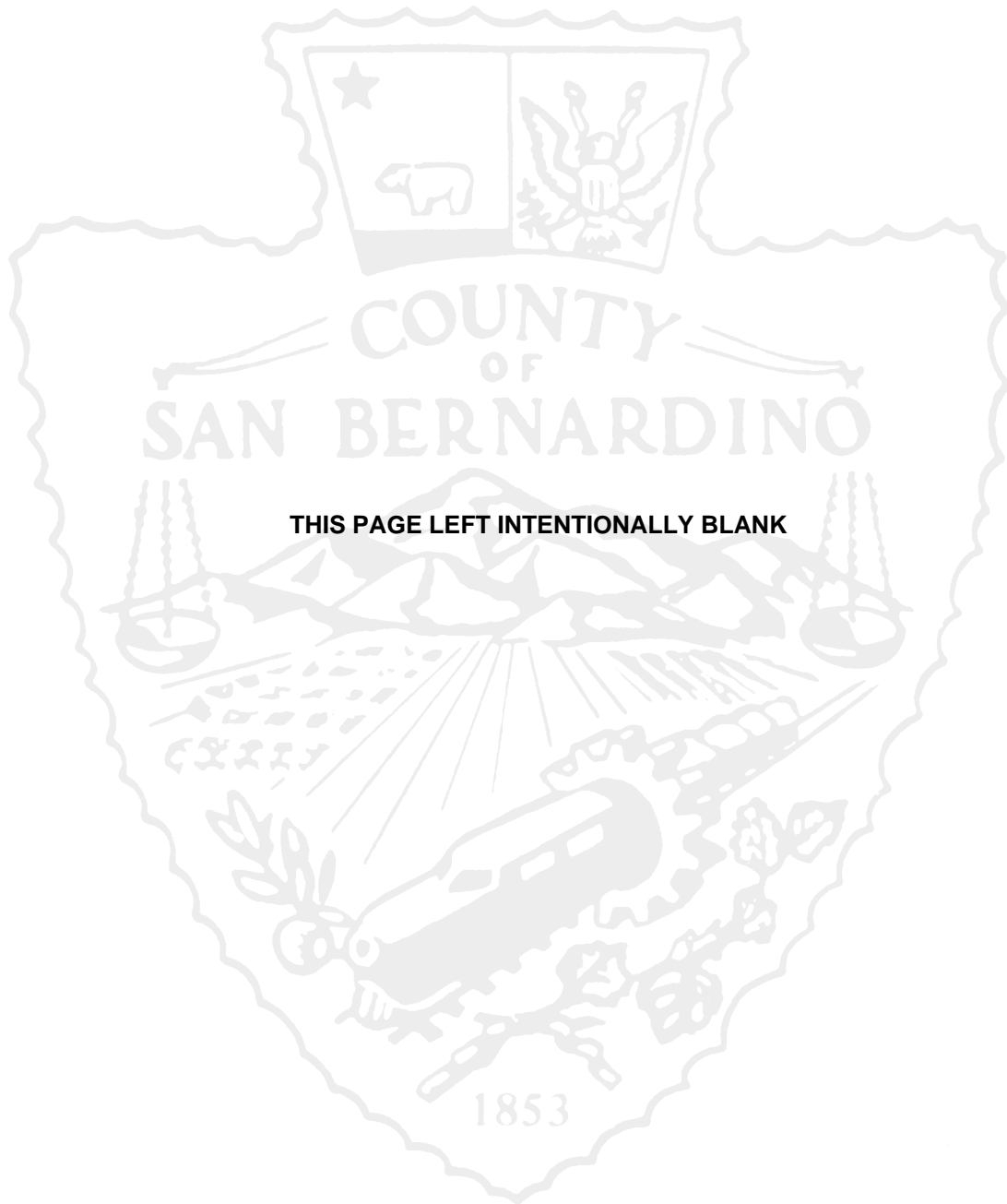
Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Obtain ongoing funding for the grant matching fund program (policy item) To support the ongoing funding of local matching funds for grant submissions to enable a viable response time to federal and state competitive opportunities.	-	100,000	-	100,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Competitive grant funding received by the county or nonprofits in collaboration or associated with the county.					\$1.5 Million

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Mark H. Uffer, County Administrator Officer, at (909) 387-5418.





Ruth Stringer
County Counsel

Mission Statement

County Counsel serves and protects the county, its treasury, and its governing body, by providing timely and accurate legal services and aggressively representing the county in litigation. Legal services shall be performed maintaining the highest professional and ethical standards while fostering high morale and productivity in the work place through collaborative efforts dedicated to continuous improvement.



GOALS

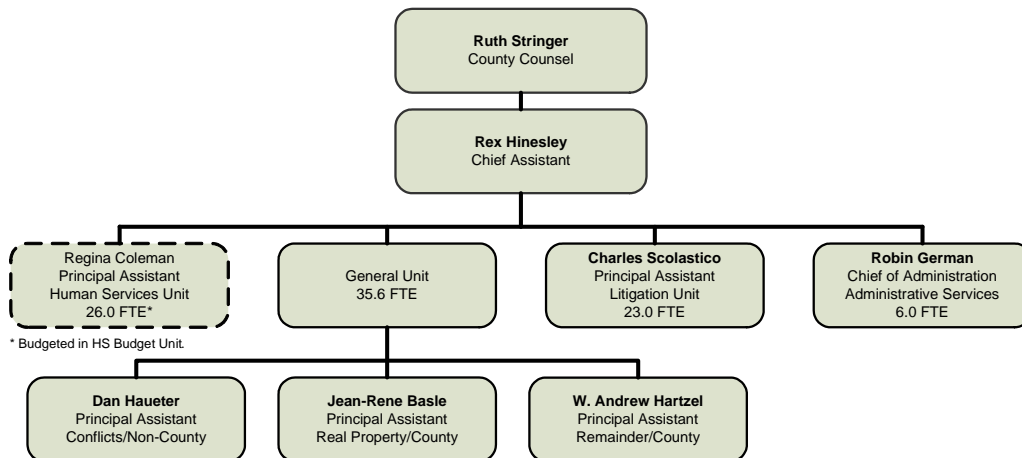
PROVIDE ACCURATE, TIMELY AND RELIABLE DOCUMENT AND CONTRACT REVIEW AND LEGAL ADVICE

PROVIDE EXEMPLARY LITIGATION SERVICES, BY DEFENDING CLIENT ACTIONS & DECISIONS, AND ADVOCATING OUR CLIENTS' POSITIONS

REPRESENT THE COUNTY BY ADVOCATING AND PROTECTING THE INTERESTS OF CHILDREN SERVED BY OUR CLIENTS

COUNTY COUNSEL

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

County Counsel provides civil legal services to the Board of Supervisors, County Administrative Office, county departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on certain matters. In performing its duties, the County Counsel's Office is divided into three operational units: the Litigation Unit, which handles tort and civil rights litigation, workers' compensation and code enforcement; the Human Services Unit, which serves the Human Services departments; and the General Unit, which provides legal services primarily to county departments supported by the general fund.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
County Counsel	9,910,938	4,454,209	5,456,729	71.6

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE ACCURATE, TIMELY AND RELIABLE DOCUMENT AND CONTRACT REVIEW AND LEGAL ADVICE TO THE OFFICE'S CLIENTS TO ASSIST THEM TO ACHIEVE THEIR OBJECTIVES

Objective A: Complete contract reviews and revisions within two weeks of receipt.

Objective B: Respond to requests for other legal services, including drafting of legal analysis, by agreed upon target date.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of contracts that are reviewed and revised within two weeks of receipt.	N/A	99%	95%	95%	95%
1B. Percentage of clients who ranked satisfactory or above on advice they received from attorneys which was clear, relevant, and timely.	N/A	*	95%	95%	95%

*Due to changes in key management staff no survey was sent out in 2006-07.

Status

This goal represents working with county departments and other clients to expedite accurate processing of the County Counsel's general advisory function when the office is called upon to assist its clients in the performance of their obligations. If the efficiency of the County Counsel's Office is increased, it will amount to a cost saving for the county as a whole in the administration of day-to-day business.

County Counsel instituted an Office wide Contract Review Log requirement effective July 1, 2006. During 2006-07, the Office conducted 3,212 contract reviews/revisions in which 99% were done within the two-week target.

As noted above, no annual client satisfaction survey was conducted in 2006-07, however the office will be developing a new client satisfaction survey for 2007-08.

GOAL 2: PROVIDE EXEMPLARY LITIGATION SERVICES, BY DEFENDING ACTIONS AND DECISIONS, AND ADVOCATING POSITIONS OF THE OFFICE'S CLIENTS TO ASSIST THEM TO ACHIEVE THEIR OBJECTIVES

Objective A: Track incoming litigation cases with the goal of minimizing liability and maximizing county recovery; resolve cases with a positive outcome within liability targets.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of cases being litigated that resulted in resolution in favor of the county or within liability targets.	N/A	94%	95%	95%	95%

Status

This goal represents working with county departments and other clients to ensure the office renders superior litigation services and tracks the effectiveness of the office's litigation services by quantifying the results of litigation seeking damages against the county and those cases where the county prevails and receives monetary awards.

With this ongoing feedback, we can more effectively address client needs and assist clients in meeting their objectives. In 2006-07, we resolved 94% of the cases in favor of the county or within the liability target set by Risk Management.

2006-07 ACCOMPLISHMENTS

- ❖ Provided primary legal assistance to the Board for the Registered Sex Offender Ordinance
- ❖ Prevailed in Public Records Act litigation over the disclosure of the Board members' calendars and e-mails and upheld the Board's deliberative process privilege
- ❖ Negotiated a \$9.5 million settlement with Travelers Insurance on a coverage claim for the Colonies suit
- ❖ Provided primary legal assistance in the preparation and adoption of the General Plan (GP) update, the revised Development Code and the certification of the associated Environmental Impact Report. Settled litigation brought by the Attorney General and others, alleging that adoption of the GP would result in greenhouse gas impacts under AB 32
- ❖ Worked with the California Welfare Directors Association and other counties to draft Senate Bill 84 to collect overpayments to foster care providers & adoption assistance recipients
- ❖ Assisted the Statewide Automated Welfare System Consortium IV JPA to expand from 9 counties to 39 counties serving over 13,000 users statewide
- ❖ Provided Ethics and Public Records Act training to each member of the Board and their staffs and provided ethics training to Board appointed boards, committees and commissions

GOAL 3: REPRESENT THE COUNTY AND ADVOCATE TO PROTECT THE INTERESTS OF THE CLIENT IN CASES INVOLVING CHILDREN REFERRED TO DEPARTMENT OF CHILDREN'S SERVICES

Objective A: Track and monitor cases with the goal of recording case outcomes for successful resolutions as determined by the Department of Children's Services, to increase protection for abused and neglected children in our community.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of juvenile cases being resolved with the desired outcome as determined by the Department of Children's Services.	N/A	93%	90%	90%	90%

Status

This goal and objective represents working on behalf of the Department of Children's Services to litigate cases in the Juvenile Dependency Court resulting in a desired outcome as determined by the department. As cases are resolved and closed, the increase in caseload will thereby be limited. In 2006-07, we resolved 93% of the cases with the desired outcome as determined by the Department of Children's Services.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Upgrade computer system hardware and software.	-	200,000	-	200,000
2. Increase in general unit attorney staffing to meet demands.	1.0	185,800	-	185,800
3. Increase in general unit support staffing to meet increased demands.	2.0	165,135	-	165,135
4. Additional Principal Assistant County Counsel position.	1.0	256,250	-	256,250

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage completion of upgrade to computer systems hardware/platform software.	N/A	50%	100%	100%	100%
P2. Percentage increase of General Unit Attorney Hours from 2006-07.	N/A	47%	65%	65%	75%
P3. Percentage increase of General Unit Support Hours.	N/A	N/A	10%	10%	10%
P4. Percentage increase of responsiveness to legal service demands.	N/A	N/A	10%	10%	10%

Status

In 2006-07, the office received \$200,000 in one-time general fund financing to provide a more efficient Microsoft supported system. As of December 2007, the installation of approximately 90% of the computer system upgrade has been accomplished. The remaining items outlined in the plan will be fully implemented by the end of 2007-08.

In that same fiscal year, the office also received \$185,800 in ongoing general fund financing for 1.0 additional general unit advisory/transactional unit attorney. The new attorney was hired in January 2007.

In 2007-08, the office received \$165,135 in ongoing general fund financing for 1.0 paralegal and 1.0 executive secretary II for the general unit. These positions will provide support to the growing legal needs of the general unit. The paralegal position remains vacant due to failed recruitments. The Executive Secretary II position was hired in July 2007.

Also in 2007-08, the office received \$256,250 in ongoing general fund financing for 1.0 Principal Assistant County Counsel. This position was added to provide for greater depth within the office and for succession planning purposes as several high level administrative attorneys are expected to retire within a short period of time. The position was filled and the vacancy created behind it was filled in August 2007.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Remodel of third floor County Counsel offices (CIP Request).	-	450,000	-	450,000
The County Counsel offices on the fourth floor were recently remodeled. The fourth floor remodel upgraded cubicles and provided ergonomically correct workstations to staff. Additionally, safety concerns over outdated electrical were also addressed. This new request is for one-time funds to complete a remodel of the County Counsel offices located on the third floor as the same issues regarding cubicle upgrades and electrical concerns apply to the third floor.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage completion of third floor County Counsel remodel.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST

- The office will propose a fee increase to cover actual costs of service currently provided.

SERVICE IMPACTS

Fee increases will permit the department to maintain service levels and recover actual costs.

If there are questions about this business plan, please contact Robin German, Chief of Administration, at (909) 387-5456.



Andrew L. Lamberto
Director

Mission Statement

The Human Resources Department is committed to providing effective customer service to all departments, employees, and constituents of the County of San Bernardino, through the timely delivery of innovative, quality human resources systems, programs, and services.



GOALS

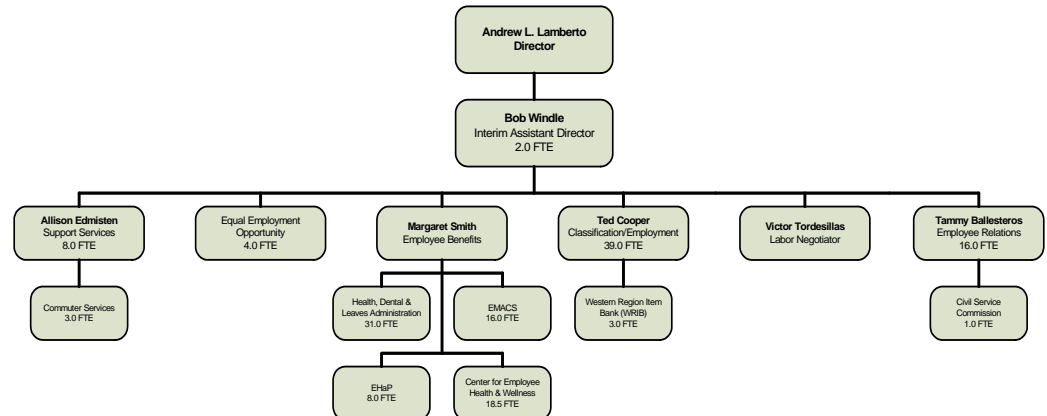
**ATTRACT AND RETAIN
HIGHLY QUALIFIED
STAFF**

**INCREASE AND
IMPROVE DELIVERY OF
HUMAN RESOURCES
SERVICES**



HUMAN RESOURCES

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Human Resources Department administers the county's human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and practices; employee relations; employee benefits; systems and program administration for a portion of the Employee Management and Compensation System (EMACS); the Equal Employment Opportunity office; and the Commission on the Status of Women. Human Resources also shares responsibility, through a partnership with Human Services, for countywide organizational and employee development.

In addition, the department is responsible for the management of the Western Region Item Bank (WRIB). This is a cooperative, computer-based test question bank used by 167 public agencies to develop employment tests. Each participating agency pays an annual fee.

The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the county in hearings before the Civil Service Commission regarding appeals of medical findings, and advising the county's management on compliance with Occupational Safety and Health Administration (OSHA) regulations and occupational medical problems.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Human Resources	7,491,561	373,794	7,117,767		103.0
The Center for Employee Health and Wellness	1,048,542	732,542	316,000		18.5
Unemployment Insurance	4,000,500	-	4,000,500		-
Total General Fund	12,540,603	1,106,336	11,434,267		121.5
Special Revenue Funds					
Commuter Services	1,188,838	505,000		683,838	3.0
Employee Benefits and Services	4,018,529	2,600,108		1,418,421	32.0
Total Special Revenue Funds	5,207,367	3,105,108		2,102,259	35.0
Total - All Funds	17,747,970	4,211,444	11,434,267	2,102,259	156.5

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSIST COUNTY DEPARTMENTS IN ATTRACTING AND RETAINING HIGHLY QUALIFIED STAFF

Objective A: Develop a plan to promote the county as an "Employer of Choice" to attract highly qualified candidates.

Objective B: Through partnerships with several county departments, implement and expand the marketing plan to promote the county as an "Employer of Choice".

Objective C: Fully integrate NEOGOV into the county certification and selection processes.

Objective D: Expand participation in the Retirement Medical Trust (RMT) fund.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1B. Percentage increase of contacts made due to the marketing efforts of the department (15,000 contacts in 2006-07).	N/A	N/A	15%	15% (17,250)	5%
1C. Percentage increase of departments using NEOGOV for the entire certification process.	N/A	N/A	N/A	N/A	5%
1D. Percentage increase of employees participating in the Retirement Medical Trust (RMT) fund.	N/A	N/A	N/A	N/A	25%

Status

In 2006-07, the department received one-time general fund financing in the amount of \$200,000 to retain a consultant to develop and implement a marketing plan to promote the County as an "Employer of Choice." Industrial Strength was the firm selected through a competitive request for proposals (RFP) process. Remaining funds in the amount of \$145,507 rolled over into 2007-08, and the firm is currently working on modification of the Human Resources internet website.

The department realizes the competition to recruit and hire qualified applicants continues to increase. At the same time, the number of available applicants in all fields is steadily declining. Human Resources aggressively seeks contacts at schools/universities, job fairs, and other functions.

The department has also implemented a new applicant tracking system (NEOGOV). This system has significantly improved the application process for potential employees, and Human Resources will continue to focus on utilizing additional system features in the upcoming year. For example, the certification and selection process still uses both the EMACS system, as well as NEOGOV. In 2008-09, the department intends to fully integrate the system to consolidate this process. Initial integration will be implemented in three to five small departments, and then be implemented countywide.

The RMT is a trust fund to which the county makes contributions on behalf of eligible (vested) active employees for their retirement benefit needs. This benefit is currently included in some of the labor contracts with the county. Human Resources intends to increase the number of employees participating in the RMT through negotiations with employee associations by including the benefit in future negotiated contracts. The RMT is one of the ways the county is attempting to help defray the cost of health, dental, and vision care for retirees.

2006-07 ACCOMPLISHMENTS

- ❖ Implementation of Supervisor's Guide to Employee Discipline
- ❖ Implementation of Substance Abuse/Reasonable Suspicion Drug and Alcohol Testing Policy
- ❖ Addition of NEOGOV to enhance recruitment and applicant tracking process
- ❖ Successful roll-out of "My Health Matters!" program



Wellness Expo



Health Screenings



GOAL 2: INCREASE AND IMPROVE DELIVERY OF HUMAN RESOURCES SERVICES TO CUSTOMERS

Objective A: Market the benefits of WRIB membership to public agencies.

Objective B: Increase accessibility to services provided by the CEHW to meet the needs of the county's workforce in the High Desert.

Objective C: Roll-out "My Health Matters!" program.

Objective D: Improve the turn around time for qualified applicant lists.

Objective E: Expand the county's wellness program by offering incentives through wellness360™.

Objective F: Create a centralized repository for employee permanent personnel records through the 201 File Project.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2C. Completion rate for the Health Risk Assessment (HRA).	N/A	34%	15%	15%	20%
2D. Percentage decrease in written exams (564 exams in 2006-07).	N/A	10%	10%	10%	15%
2E. Percentage of county employees and retirees using wellness360™.	N/A	N/A	N/A	N/A	15%
2F. Percentage of county departments accessing 201 files via computer.	N/A	N/A	N/A	N/A	50%

Status

In 2006-07, the Human Resources Department received one-time general fund financing in the amount of \$63,000 to develop and implement a plan to market the benefits of WRIB membership to public agencies. Remaining funding of \$60,560 was rolled over into 2007-08 to continue those efforts. The department also received ongoing general fund financing in the amount of \$316,000, and one-time funding in the amount of \$21,000 to open a full-time Center for Employee Health and Wellness (CEHW) clinic in the High Desert, to increase accessibility and meet the needs of the county's High Desert workforce. The clinic will operate five days per week and is scheduled to open in January 2008.

The "My Health Matters!" initiative rolled out to all county employees in August 2007 and rolled out to retirees in November 2007. The 2006-07 actual percentage in the performance measurement listed above was based on a pilot program, which is why the results are higher than the 2007-08 estimate and target. This initiative is a proactive approach to foster a healthy, productive work force on an employee-by-employee basis, through education, personal attention and increased awareness. The by-product of "My Health Matters!" will be cost leveling, and ultimately reduction of employee benefits costs. Employees will be engaging in activities and programs that will aid them in the prevention, early detection, and/or better control of health issues. The cost commitment of this initiative will allow the county to maintain current benefit levels at a better price. "My Health Matters!" also directly relates to the county's "Employer of Choice" program and the wellness360™ program, by reflecting the county's desire to create a healthy work environment that continues to attract qualified applicants. Wellness360™ is a "portable" medical records storage program that offers the availability for county employees/retirees to store all of their medical history electronically, and access the information via the internet. Wellness360™ offers user incentives, and is available to all county employees/retirees, whether or not they are enrolled in county health programs.

Over the last few years, the department has grown increasingly concerned about the number of applicants who are lost because the current evaluation process does not allow job offers to be made in a timely manner. The number of written tests administered relative to training and experience evaluations has become a concern. In many cases, a written test is not a good predictor of job success. During 2006-07, Human Resources met with each county department, evaluated the need for written examinations, and developed alternative means of assessing applicants where warranted. By reducing the number of written exams, the department is able to generate qualified applicant lists in less time.

The 201 file project will create a centralized repository for employee's permanent personnel files, reducing storage, and eliminating confidential department personnel files. These files will be accessible via the intranet, allowing authorized personnel to view information from their computer. The project is expected to be completed in 2007-08 with 50% participation by county departments.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item		Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	In 2006-07, the department received \$200,000 in one-time general fund financing to develop and implement a marketing plan to promote the county as an "Employer of Choice."	-	200,000	-	200,000
2.	In 2006-07, the department received \$63,000 in one-time general fund financing to develop and implement a marketing plan regarding the benefits of WRIB membership.	-	75,000	12,000	63,000
3.	In 2006-07, the department received 3.0 additional positions, \$316,000 in ongoing general fund financing, and \$21,000 in one-time funding to open a full-time CEHW clinic in the Victor Valley area to increase accessibility to services and meet the needs of the county's High Desert workforce.	3.0	637,000	300,000	337,000
4.	In 2006-07, the department received \$110,371 in ongoing general fund financing for 2.0 additional positions to achieve appropriate staffing levels to manage EMACS.	2.0	110,371	-	110,371

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of qualified applicants (i.e. applicants who pass the examination process and are placed on an eligibility list(s)).	64%	88%	70%	90%	90%
P2. Percentage increase of new WRIB members (164 members in 2005-06).	N/A	7%	5%	5%	5%
P3. Percentage of county employees working in the High Desert area (and in need of treatment) who are treated by the High Desert CEHW (468 employees in 2005-06).	N/A	0%	50%	20%	50%
P4. Percentage decrease in payroll documents processed with errors. (5% error rate for new hire paperwork in 2007-08)	N/A	N/A	N/A	N/A	50%

Status

In 2006-07, Industrial Strength was selected as the marketing firm to develop a brand and marketing plan, redesign the Human Resources website, and to further promote the county as an "Employer of Choice." The firm is currently working on modification of the Human Resources website. In 2007-08, the department's anticipated measurement for Policy Item No. 1 was to increase the percentage of qualified applicants who met the minimum requirements. However, this measurement has been revised to be more valuable to the hiring process and capture the percentage of qualified applicants who actually pass the examination process and are placed on an eligibility list. Since the focus of this objective is to measure the effectiveness of outreach efforts, the measurement has been modified to focus on applicants who are placed on eligibility lists.

In 2006-07, the department took advantage of opportunities to ensure the WRIB program had higher visibility with public agencies, and they added 12 new memberships. Staff members attended the National Labor Relations conference in the Spring of 2007, and other conferences and job fairs throughout the year to promote the benefits and services of WRIB membership. In 2007-08, the measurement for this objective was "Percentage increase of WRIB members," however, the department has revised this measurement to "Percentage increase of new WRIB members." Human Resources is focused on marketing efforts to obtain new members, therefore, the previous measurement was not accurately reflecting the objective because some agencies choose not to renew their WRIB memberships.

Human Resources secured a High Desert facility to house a full-time CEHW clinic and anticipates opening in January 2008. Because the facility did not open in 2006-07 as expected, the actual performance measurement result is zero.

The positions for EMACS-HR staffing were approved in the budget for 2006-07. However, due to recruiting difficulties, Human Resources was unable to fill these positions until Spring 2007. In 2007-08, the measurement for Policy Item No. 4 was "Percentage of accuracy in processing payroll documents." Unfortunately, the department was unable to quantify this measurement based on the duties of the new positions. Since then, the measurement has been revised to "Percentage decrease in payroll documents processed with errors" (currently a 5% error rate for new hire paperwork in 2007-08). The Education Specialist is currently preparing written procedures for EMACS-HR staff which should reduce the number of keying errors or errors that occur due to incomplete or incorrect paperwork. This position will also be providing ongoing one-to-one and group training for departmental Payroll Specialists. This will help to ensure that documents received at EMACS-HR are timely, complete and correct. By providing consistent internal and external training, the department anticipates that the number of documents processed containing errors should decrease by 50%.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request		Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Remodel of the Human Resources Employment Test Center. (CIP Request)	-	20,000	-	20,000
The test center remodel will consist of replacement/repair of ceiling tiles and carpet. In addition, the test center is in need of new paint and improved lighting. The department requests one-time additional general fund financing for the purpose of this CIP, as this is one of the first impressions potential employees will have of the County.					
2.	New Automated Systems Technician (AST) for Support Services. (Policy Item)	1.0	68,000	-	68,000
Since 2003-04, the Human Resources Department has increased its staff by 24 positions and added a High Desert Facility. However, the Information Technology support staff has remained the same. In addition, the department has implemented the 201 file project and NEOGOV (the online job application system). The new AST position would be responsible for managing the daily help desk calls and emails from departmental staff, allowing the Business Systems Analyst time to focus on departmental projects such as developing electronic marketing media for job fairs, etc. The department requests \$68,000 in ongoing general fund financing.					

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage completion of the Human Resources test center remodel.					100%
P2. Percentage decrease in response time for help desk issues at remote offices. (Current response is 12-24 hours 2007-08.)					50%

2008-09 PROPOSED FEE ADJUSTMENTS

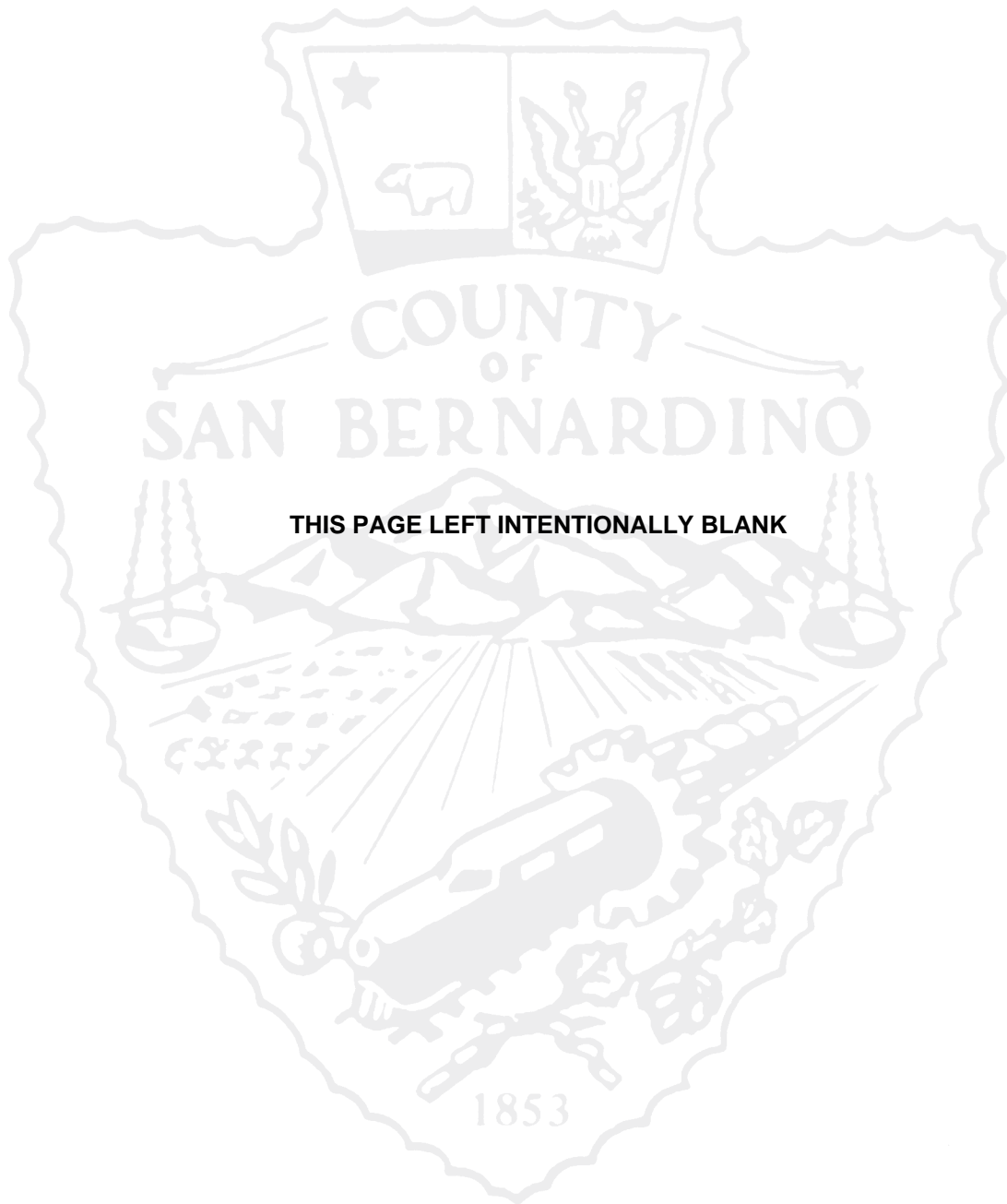
DESCRIPTION OF FEE REQUEST

The department will propose various fee adjustments for the CEHW, as all fees are reviewed on an annual basis to ensure adequate recovery of costs.

SERVICE IMPACTS

Through necessary fee adjustments, the department will be able to recover actual costs and maintain current levels of service.

If there are questions about this business plan, please contact Andrew L. Lamberto, Director, at (909) 387-5570.





Stephen Hall
Chief Information Officer

Mission Statement

The Information Services Department provides contemporary, innovative, secure, and accessible technology in computer, media, and communication services in the most cost effective manner, enabling departments and agencies to accomplish the mission of San Bernardino County.



GOALS

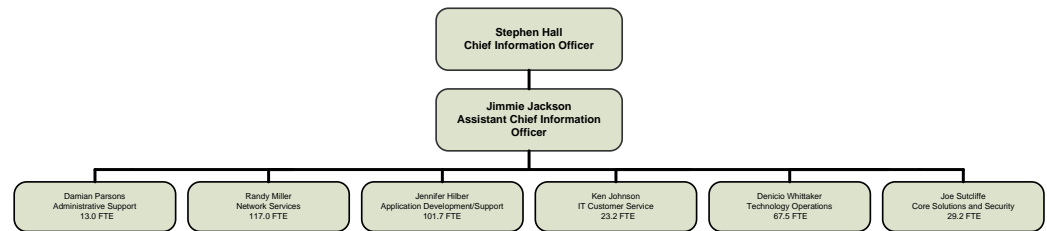
PROVIDE TECHNOLOGY SOLUTIONS THAT ENABLE DEPARTMENTS TO BETTER SERVE COUNTY RESIDENTS

IMPROVE CUSTOMER SATISFACTION BY DELIVERING PRODUCTS AND SERVICES THAT EXCEED EXPECTATIONS

IMPROVE TELECOMMUNICATION & DATA TRANSMISSION CAPABILITIES TO BETTER RESPOND TO EMERGENCIES AND DISASTERS

INFORMATION SERVICES

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Information Services Department (ISD) provides service in the following major areas. Each division plays an intricate role in supporting county departments to provide services that promote health, safety, well-being and quality of life for residents.

Network Services provides design, operation, maintenance and administration of the largest county-operated telecommunications phone network in the country; the county's Regional Public Safety Radio System that integrates all countywide sheriff, police and fire emergency radio dispatch capabilities; the paging system that consists of over 7,000 pagers; and the Wide Area Network (WAN) that securely joins approximately 18,000 county users for efficient use of technology.

Application Development and Support provides support for county departments as they develop, enhance, and maintain business applications on a variety of hardware and software platforms. These applications include the county's enterprise accounting, payroll, budget, personnel, document imaging, public web sites, geographical information, and many other business systems. **IT Customer Service** assists departments in achieving their technology and business objectives. The division provides a Technology Support Center to manage service requests/problem tickets and a multimedia services group to support audio/visual and multimedia business needs.

Technology Operations provides design, operation, maintenance and administration of the county's enterprise data center which supports the mainframe and includes server management for over 221 servers, integrated document imaging infrastructure, and print operations for bulk printing functions. **Core Solutions and Security** provides the county with global email, security direction, technology policies and procedures, and technical services that support desktop communications and functions countywide. The **Administrative and Fiscal** division supports all divisions by providing consolidated financial management through budget development and administration; service rate development; contract management; and accounts payable/receivable.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
General Fund					
Application Development	16,791,086	4,693,984	12,097,102		107.5
Total General Fund	16,791,086	4,693,984	12,097,102		107.5
Internal Service Funds					
Computer Operations	19,939,665	21,610,442		1,670,777	134.1
Network Services	23,957,594	24,518,025		560,431	118.0
800 MHz - Rebanding Project	25,000	25,000		-	-
Total Internal Service Funds	43,922,259	46,153,467		2,231,208	252.1
Total - All Funds	60,713,345	50,847,451	12,097,102	2,231,208	359.6

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE TECHNOLOGY SOLUTIONS THAT ENABLE CUSTOMERS TO BETTER SERVE THE CITIZENS OF THE COUNTY

Objective A: Provide countywide services enabling departments and their applications to communicate efficiently and effectively.

Objective B: Assist departments in identifying and implementing cost effective business solutions.

Objective C: Deliver innovative 800 MHz Radio communications solutions including design, configuration, implementation, and ongoing maintenance by moving 800 MHz Radio systems hardware and software to a vendor supported platform.

Objective D: Build and sustain a robust hardware and software support infrastructure to deploy countywide technology solutions.

Objective E: Make more efficient use of the county owned network to reduce telecommunication costs.

Objective F: Implement WAN backbone redesign to increase capacity for additional throughput and redundancy.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Complete migration of ISD user accounts to Active Directory and offer Active Directory to other county departments.	75%	100%	N/A	N/A	N/A
Complete Migration of ISD customer departments in Active Directory to Microsoft Exchange 2003.	20%	100%	100%	N/A	N/A
1B. Percentage of customers requesting application upgrades deployed that are compatible with Windows Vista and Microsoft Office 2007.	N/A	N/A	100%	100%	N/A
1C. Percentage of 800 MHz site controllers moved to digital capable, vendor supported platform.	N/A	N/A	50%	25%	N/A
Percentage of total projected RED radios online (1200 red channel radios)	10%	100%	N/A	N/A	N/A
1D. Percentage decrease of Windows physical servers. (150 servers in 2005-06)	N/A	13%	20%	20%	N/A
Percentage of all physical servers virtualized.	N/A	N/A	New	8%	8%
1E. Percentage of Internet Protocol (IP) based connections established for telephone usage between the county's main telephone locations.	N/A	10%	100%	100%	N/A
Percentage of IP based connections established for telephone usage between county's main telephone locations and outlying areas.	N/A	N/A	50%	20%	75%
1F. Percentage of network reconfigured to fully utilize new link and bandwidth.	N/A	N/A	75%	10%	N/A
Implement phased WAN backbone redesign to increase throughput capacity and redundancy.	N/A	N/A	N/A	N/A	50%

2006-07 ACCOMPLISHMENTS

- ❖ Implemented wireless crash cart to establish data transmission at FELAC-Fire Emergency Local Agency Center



FELAC Support

- ❖ Provided State of Louisiana with version of the Coroner's case management system after Hurricane Katrina
- ❖ Assessment of the Economic Development Agency's information technology infrastructure
- ❖ Installation of radio site to improve coverage in Lower Desert
- ❖ Replacement of both enterprise printers
- ❖ Installation of phones, wireless microwave connectivity, WAN bandwidth, & 800 MHz radio infrastructure at 303 Third St. facility
- ❖ Replacement of two microwave links to improve capacity to relay emergency calls between dispatch centers and field officers
- ❖ Received National Association of Counties award for modernizing Jail Information Mgmt System Web Front End used to process and manage inmates

Status

- 1A. The ISD business plan continues to focus on keeping the county up-to-date with supported platforms and systems security. The department successfully achieved objective 1A, as all 315 user accounts were migrated to Active Directory in 2006-07. The Active Directory allows ISD to assign policies, deploy software, and apply critical updates to Windows based computers. In addition, all ISD customers who were in Active Directory at the start of 2007-08 have been migrated to the latest Microsoft Exchange environment. This migration will enable these customers to fully utilize product features consisting of electronic mail, calendaring, contacts and tasks, and support for mobile and web-based access to information, as well as data storage. In 2008-09, ISD intends to initiate processes to upgrade from Active Directory 2003 to Active Directory/Server 2008 and from the Exchange 2003 environment to Exchange 2007 contingent upon Microsoft's release of these products. The future migration of customers to these newer platforms will be dependent upon ISD conducting a suitability assessment of their applications to run on these platforms. This upgrade will enable ISD to maintain vendor supported platforms and facilitate the migration to Windows Vista operating systems and new releases of Microsoft Office. Migrating to these new platforms will not result in additional costs.
- 1B. The Application Development division continues to consult with customers to identify cost effective ways of conducting business from an information technology perspective, including cost analysis and recommendations for the acquisition and integration of new systems. As a result, 100% of customer requested application upgrades in 2007-08 will be compatible with Windows Vista and Microsoft Office 2007. This will enable departments to continue to move to newer, supported operating platforms and software in a timely manner, reducing costs associated with non-supported platforms and software.

As part of ISD's efforts to deploy countywide technology solutions, the Application Development division will implement a pilot application that demonstrates capabilities and identifies standards for the development and optimization of website applications on mobile devices, resulting in more effective utilization of mobile devices.

In addition, the division will implement a pilot project that will demonstrate capabilities and identify standards for the development and optimization of an enterprise Microsoft Office SharePoint Server solution. This application is utilized to facilitate collaboration, provide content management features, implement business processes, and supply access to information that is essential to organizational goals and processes. It can be used to quickly create SharePoint sites that support specific content publishing, content management, records management, or business intelligence needs. It facilitates effective searches for documents and data, participates in forms-driven business processes, and is able to access and analyze large amounts of business data. This project will enable ISD to determine the best enterprise-wide strategies for deploying the SharePoint solution.

- 1C. The Network Services division has replaced 25% of the 800 MHz site controllers with digital capable and vendor supported controllers. This project is currently under review pending a consultant study of the entire radio system replacement/upgrade. ISD will submit revised performance measures regarding the 800 MHz radio system in subsequent business plans based on recommendations resulting from the consultant study. In 2006-07, all 1,200 red channel radios were deployed.
- 1D. To meet the objective of building and sustaining a robust hardware and software support infrastructure to deploy countywide technology solutions, ISD will continue utilization of server virtualization technology for server consolidation. Virtualization technology enables a single physical resource, such as a server, to appear to function as multiple servers. The benefit of virtualization is a decrease in costs associated with server maintenance and staff support. The decision to obtain physical servers is not controlled by ISD, therefore the actual number of physical servers changes regularly. As a result, the department is replacing performance measurement 1D "Percentage decrease of Windows physical servers" with the following "Percentage of all physical servers virtualized." ISD will develop a business practice to review all new server requests for the potential to be virtualized and make recommendations to customers accordingly. There is no additional cost associated with continuing virtualization technology.
- 1E. ISD expects to meet performance measure 1E by establishing 100% of Internet Protocol (IP) based connections established for telephone usage between the county's main telephone locations in 2007-08. However, due to increased requests from county departments for unplanned telephone related projects, ISD anticipates completing only 20% of the "Percentage of IP based connections established for telephone usage between county's main telephone locations and outlying areas" performance measure. The department expects to establish the remaining IP connections to outlying locations in 2008-09. The estimated cost increase over current year spending to establish these remaining IP connections is \$100,000 and will be funded by the dialtone rate.

- 1F. Demand for WAN bandwidth continues to increase resulting from: increased deployment of web-based applications and the need to remotely back-up data; desires to increase public access to information via offering multimedia content over the internet; and ISD's implementation of an alternative disaster recovery site. The Network Services division conducted an analysis to identify a solution for the current bandwidth capacity issues and to allow for growth. This analysis resulted in recommendations for a WAN backbone redesign to more efficiently utilize bandwidth throughout the county. ISD is replacing the 2007-08 objectives to "Develop a high-capacity alternate route between the San Bernardino Valley and the High Desert to accommodate high-speed data traffic" and "Percentage of network reconfigured to fully utilize new link and bandwidth" performance measurement with "Implement WAN backbone redesign to increase capacity for additional throughput and redundancy." The previous objectives will be subcomponents of the new objective and thus will be realized when the WAN redesign project is completed in 2009-10. The estimated one-time cost to implement the WAN redesign is \$740,000. Ongoing costs are estimated at approximately \$720,000 per year. These costs are comprised of new telephone company circuit costs and new hardware to replace end-of-life network hardware.

In addition to the redesign of the WAN, ISD has begun a formal review of how multimedia content will be delivered across the WAN. This review will lead to the development of policies to guide departments desiring to disseminate multimedia content across the WAN.

In 2007-08, the Network Services division will deploy enterprise wireless solutions to allow centralized monitoring of wireless access points throughout the county. The benefit of implementing this technology is that it will enable the department to readily provide wireless connectivity to requesting customers and provide better security capabilities for wireless access points. The estimated cost for hardware is \$45,000 and will be funded through the WAN rate.

GOAL 2: IMPROVE CUSTOMER SATISFACTION BY DELIVERING BUSINESS PRODUCTS AND SERVICES THAT EXCEED CUSTOMER EXPECTATIONS

Objective A: Improve business processes to meet customer product and service expectations and inform departments of ISD's products and services.

Objective B: Create an understandable funding/billing plan.

Objective C: Redeploy existing resources to improve the success rate of applications deployed to production.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Satisfaction rating from random product and service satisfaction surveys.	N/A	0%	75%	75%	75%
2B. Satisfaction rating from yearly billing satisfaction surveys.	N/A	N/A	75%	75%	75%
Evaluate new rate metrics for WAN and circuit related cost recovery.	N/A	N/A	N/A	N/A	100%
2C. Success rate of applications deployed to production after review by quality assurance.	N/A	N/A	98%	98%	99%

Status

To meet the goal of improving customer satisfaction by delivering products and services that exceed expectations, ISD is continuing to survey its customers to obtain feedback and make adjustments in its business processes as necessary. Survey results for the first quarter of 2007-08 indicate that ISD should meet its estimated 75% satisfaction rating.

As part of the implementation of the new internal IT Operational Support System, the Administrative and Fiscal division is in the process of developing easy to understand billing statements and invoices for customers. The division has developed a survey to obtain a baseline satisfaction level regarding billing processes by which future performance can be compared. Survey feedback will be incorporated into the design of new billing statements and invoices. Survey results for the first quarter of 2007-08 indicate that ISD should meet its anticipated 75% satisfaction rating for this area.

The 2007-08 objective to reorganize ISD to provide better service has been eliminated as this is an ongoing effort and changes are implemented regularly to improve efficiency and overall service.

In addition, ISD is continuing to review its cost recovery methodologies to improve service rate accuracy. The department is evaluating new metrics by which the cost for utilization of WAN and circuits can be recovered. The new metrics are designed to recover costs for these services based on actual usage, as opposed billing for these services based on the number of email accounts held by a customer. The resulting benefit is that costs will be more accurately recovered and departments will be inclined to monitor their usage due to potential financial impact. In addition, this approach may mitigate the bandwidth capacity issues across the WAN. ISD will present the new metrics and impacts to the County Administrative Office in 2007-08 to determine implementation feasibility and timeline.

ISD continues to focus on improving business processes and service expectations. The department is implementing policies and procedures to enable specific Application Development teams to utilize the newly created Quality Control unit. By utilizing this unit to review applications prior to implementation, Application Development programmers can avoid duplication of effort resulting in greater efficiency. The main function of the Quality Control unit is to test and debug applications prior to their deployment, minimizing issues and costs associated with deploying new applications. ISD anticipates 98% success rate for all applications reviewed by the Quality Control unit in 2007-08.

GOAL 3: IMPROVE TELECOMMUNICATION AND DATA TRANSMISSION CAPABILITIES TO RESPOND TO EMERGENCIES AND DISASTERS

Objective A: To obtain and implement a mobile disaster recovery unit with telephone and data transmission capabilities to be utilized in emergencies.

Objective B: To increase the 911 calling line identification accuracy at 22 county campuses.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Implementation of a mobile disaster recovery unit.	N/A	N/A	N/A	N/A	100%
3B. Implement enhanced 911 calling line identification software and hardware.	N/A	N/A	N/A	N/A	100%

Status

Due to the recent fire emergencies in the county, and those over the past several years, ISD has identified the need to rapidly deploy communication infrastructures to support county emergency services and facilitate the ability of other county, state, and federal agencies to administer services. The estimated cost for the mobile unit, electronic hardware and software components is \$180,000 and will be funded via the WAN and dialtone rates.

ISD intends to implement enhanced 911 calling line identification to the county's 22 campus telephone environments. This will enable dispatchers to accurately pinpoint where emergency callers are located, improving emergency response times at these locations. The estimated cost of implementing enhanced 911 software and hardware is \$120,000 and will be funded through the dialtone rate.



ISD Help Desk



ISD Help Desk



ISD Product Support

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. In 2006-07, the department received 2.0 additional positions and \$475,155 in ongoing general fund financing to support the enhanced functionality of the new Geographic Information System (GIS). In 2007-08, the department received \$85,000 in ongoing funding to support GIS.	2.0	560,155	-	560,155
2. In 2006-07, the department received \$95,997 in ongoing general fund financing for the addition of 1.0 Programmer Analyst III to support the Employee Management and Compensation System (EMACS).	1.0	95,997	-	95,997
3. In 2007-08, the department received \$758,723 in one-time, and \$143,311 in ongoing funding for the design and implementation of an off-site disaster recovery system.	-	902,034	-	902,034
4. In 2007-08, the department received 1.0 position and \$65,711 in ongoing general fund financing to enhance multi-media services to facilitate public access to information.	1.0	65,711	-	65,711

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of data conversion from the existing coverage format to the latest Spatial Database Engine format that has been completed.	N/A	75%	75%	100%	N/A
Percentage of applications upgraded to newest ESRI software platform. (currently 30)	N/A	N/A	N/A	N/A	25%
P2. Percentage of EMACS backlog projects completed (40 as of 2006-07).	N/A	N/A	10%	10%	10%
P3. Percentage of disaster recovery site completed.	N/A	N/A	100%	100%	N/A
P4. Percentage of multi-media service projects completed on time.	N/A	N/A	N/A	N/A	95%

Status

With the 2.0 additional Programmer Analyst positions received in 2006-07 and the funding for software licensing and hardware in 2007-08, the department was able to process the 2007 aerial imagery and exceed the 2007-08 target performance measure of data converted to the latest Spatial Database Engine for GIS. As this performance measure has been met, ISD intends to utilize these two positions to begin upgrading the existing library of GIS applications. This process will entail updating vendor software and building a GIS framework to improve overall performance, standardize GIS development, and better protect the county from future lengthy and costly upgrades. ISD will start updating GIS applications to use the new vendor software and framework beginning in 2008-09, and the new performance measurement will be implemented.

The department also received ongoing funding for a Programmer Analyst to support EMACS in a joint policy item with the Human Resources Department and the Auditor/Controller-Recorder, for the purpose of improving payroll processing accuracy and to help alleviate project backlogs. The department experienced difficulty recruiting an applicant possessing knowledge of the PeopleSoft application, and the position was not filled until the end of 2006-07. ISD anticipates meeting the performance measure to have alleviated 10% of backlog projects by the end of 2007-08.

ISD anticipates meeting the performance measure to have 100% of the alternative disaster recovery site completed in 2007-08. In 2008-09, the department plans to conduct integration disaster recovery testing to ensure the alternative disaster recovery site is functioning as intended. Depending on completion of the WAN redesign, ISD will seek to geographically cluster servers at its Gilbert street location and the alternative disaster recovery site to provide for fail-over and redundancy capabilities. ISD will also conduct a disaster recovery analysis for stand alone servers and make recommendations to their correlating departments and the County Administrative Office. There are no additional costs associated with the 2008-09 disaster recovery efforts.

The addition of 1.0 Multi-media Coordinator position has enabled the department to meet all project deadlines within time schedules requested by customers. Multimedia services related requests have increased by 30% and ISD has been able to successfully meet this increased demand as a result of this additional position.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Obtain ongoing funding for annual digital imagery of the entire county to provide accurate GIS services. (Policy Item) The county's populated areas and landscapes change from year to year resulting in necessary updates to GIS data. This data is collected by aerial photography taken by flyovers of the county. The information is used to produce various maps including flood zones, fire areas, etc. This policy item supports ISD's goal of "Providing technology solutions that enable customers to serve the citizens of the county." Updated annual digital imagery will ensure the county can readily respond with accurate information to daily requests, and emergency situations as needed.	-	75,000	-	75,000
2. Obtain one-time funding for the design and implementation of a multimedia services studio at the County Government Center. (CIP Request) To support the Board of Supervisors' efforts to make information readily available to citizens of the county, ISD is requesting \$100,000 in CIP funding for the design and construction of a multimedia studio. Implementing the county's own multimedia studio will facilitate the various requests for public service announcements, training videos, etc. from the Board of Supervisors and county departments. This will allow for timely production of quality and professional multimedia products and services and reduce the time and costs associated with traveling to an outside studio.	-	100,000	-	100,000
3. Obtain one-time funding for multimedia equipment, and ongoing funding to support the new multimedia services studio at the County Government Center. (Policy Item) To support the Board of Supervisors' efforts to make information readily available to citizens of the county, ISD is requesting \$150,000 in one-time policy item funding to purchase and install multimedia equipment in the new studio. ISD is also requesting \$44,000 in ongoing funding to support the studio and refresh equipment as needed. Implementing the county's own multimedia studio will facilitate the various requests for public service announcements, training videos, etc. from the Board of Supervisors and county departments. This will allow for timely production of quality and professional multimedia products and services and reduce the time and costs associated with traveling to an outside studio.	-	194,000	-	194,000
4. Set aside ongoing funding of \$20 million per year for the replacement of the county's 800 MHz radio system. (Policy Item) The county's regional public safety radio system that integrates countywide sheriff, police and fire emergency radio dispatch capabilities is approximately 18 years old and is no longer supported by the vendor. The current system operates on an analog platform and all new system platforms are digital. Moving to a digital platform will ensure future interoperability with both internal and external public safety organizations, and minimize support issues, costs, and potential service outages. A preliminary estimate to replace the existing system is \$250 million, which is not included in the current 800 MHz radio access rate.	-	20,000,000	-	20,000,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Installation of updated digital imagery on county GIS system.					100%
P2. Completion of the multimedia studio at the County Government Center.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST

ISD maintains board approved contracts for major services, however, the department provides other services on a fee for service basis without a contract. ISD will be incorporating fees for these services into the County Fee Ordinance, based on Board approved rates.

SERVICE IMPACTS

Implementation of these fees will not impact ISD, as the department has been receiving payment for services under the existing rate structure for all services which will now be included in the County's Fee Ordinance.

If there are questions about this business plan, please contact Stephen Hall, Chief Information Officer, at (909) 388-5501.



Installation of 800 MHz radio antennae



Alignment of microwave transport antennae



Technology Operations Enterprise Monitoring Center



Technology Operations Automated Tape Library Subsystem



Laurie Rozko
Interim Director

Mission Statement

The Purchasing Department is dedicated to managing for our customers the most cost-effective and efficient procurement of quality goods and services in support of the County of San Bernardino mission and goals. We will accomplish this through exceptional customer service, innovative processes, and sound business practices.



GOALS

**EXPAND TRAINING FOR
PROCUREMENT AND
INTERNAL SERVICE
PROCEDURES**

**INCREASE THE NUMBER
OF ACCREDITED
BUYERS**

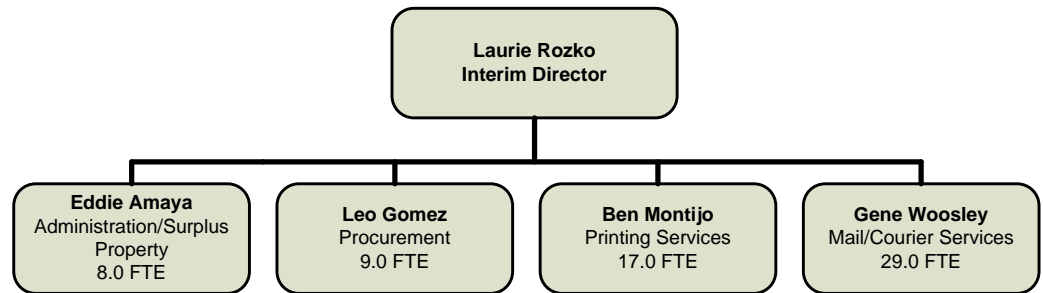
**STREAMLINE THE
REQUEST FOR
PROPOSAL PROCESS**

**IMPLEMENT A COUNTY
TRAVEL WEBSITE**

**INCREASE SURPLUS
PROPERTY SALES**

PURCHASING

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Purchasing Department is responsible for the acquisition of equipment, services, and supplies used by county departments and special districts under the governance of the Board of Supervisors. In addition, certain services are available to outside agencies and municipalities. Purchasing manages three internal service programs—Printing Services, Surplus Property and Storage Operations, and Mail/Courier Services.

The Purchasing Department strives to provide outstanding service to all customers by acting with integrity; providing quality products with reasonable prices and timely deliveries; offering progressive services and the effective use of automation; giving all willing vendors the opportunity to provide pricing on their products and services in a fair, open, and competitive environment; and by treating each department, employee, and vendor with respect and understanding. By meeting these objectives, the Purchasing Department fulfills the purchasing responsibility and legal requirements of the County of San Bernardino.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
General Fund					
Purchasing	1,307,588	50,000	1,257,588		15.0
Total General Fund	1,307,588	50,000	1,257,588		15.0
Internal Service Funds					
Printing Services	3,665,519	3,708,849		43,330	18.0
Surplus Property and Storage Operations	4,645,121	4,706,000		60,879	5.0
Mail/Courier Services	7,067,755	7,093,188		25,433	30.0
Total Internal Service Funds	15,378,395	15,508,037		129,642	53.0
Total - All Funds	16,685,983	15,558,037	1,257,588	129,642	68.0



Central Mail Logo



Printing Services Logo



Surplus Property & Storage
Operations Logo

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: EXPAND THE PURCHASING TRAINING PROGRAM FOR PROCUREMENT AND INTERNAL SERVICE FUND POLICIES AND PROCEDURES

Objective A: Prepare Purchasing staff to conduct training at department sites.

Objective B: Advertise training on Countyline, by email, and through payroll inserts.

Objective C: Survey county employees who have attended the training to receive feedback.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of County departments that receive training sessions. (64 departments)	N/A	.05%	16%	50%	80%

Status

This goal reflects the Purchasing Department's effort to fully inform county departments of its core mission and services. Training focuses on specific topics that have been chosen by user departments, and is conducted in small groups for no longer than two hours. The training is free of charge and is presented at the requesting department's work location whenever possible. Through the Single Point of Contact (SPOC), the procurement staff is providing training sessions to their assigned departments and establishing a regular training schedule to be used throughout the year. The goal of the training is more efficient procurement, policy compliance, and increased usage of the Department's three Internal Service Funds - Printing Services, Surplus Property and Storage Operations, and Mail/Courier Services. By capturing the percentage of County departments that receive training sessions, the Purchasing Department will ensure that departmental staff, including newly assigned employees, is trained on an ongoing basis.

GOAL 2: INCREASE THE NUMBER OF BUYERS THAT EARN THE C.P.M. ACCREDITATION WITHIN THE PURCHASING DEPARTMENT

Objective A: Acquire training materials from the Institute of Supply Management or attend classes conducted by the California Association of Public Purchasing Officers (CAPPO).

Objective B: Set up a departmental training program whereas buyers will be able to study for the C.P.M. examination during designated study times.

Objective C: Have buyers take and pass appropriate exams for Certified Purchasing Manager accreditation.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2C. Percentage of buyers that have earned the C.P.M. accreditation (current staff is 9 buyers).	N/A	22%	20%	22%	33%

2006-07 ACCOMPLISHMENTS

- ❖ Recipient of the "Achievement of Excellence in Procurement" Award from the National Institute of Governmental Purchasing
- ❖ Closed Central Stores and successfully instituted Just-in-Time direct shipments to departments
- ❖ Enhanced procurement for County departments by increasing purchasing limits
- ❖ Automated the vendor registration process on the internet to capture more data and electronically contact vendors, in order to provide better vendor lists to departments and expand product offerings
- ❖ Expanded the CAL-Card Program countywide, to expedite purchasing of and payment for low-value items
- ❖ Offered departments a Single Point of Contact (SPOC) for user-friendly purchasing service



Status

The Purchasing Department encourages staff to acquire professional certifications. Currently, two buyers are C.P.M. accredited. For buyers, this accreditation is nationally accepted as a standard of competence and knowledge for the purchasing and supply management field. Classes conducted by CAPPO, along with the establishment of a departmental training program, will enable buying staff to pass the appropriate examinations and become C.P.M. qualified. The result of this goal will be the most professional, qualified, and knowledgeable staff that are fully trained in all county, state, and federal purchasing laws.

GOAL 3: STREAMLINE THE REQUEST FOR PROPOSAL (RFP) PROCESS FOR COUNTY DEPARTMENTS

Objective A: Standardize two RFP templates (one for services and one for supplies).

Objective B: Post and regularly update templates on the Purchasing website for countywide access.

Status

This was presented as Goal 4 in 2006-07. Multiple RFP formats are being used in county departments. By creating templates, the process of preparing RFP's and awarding contracts will be more efficient and accurate, with less risk of legal issues and appeals. Templates are expected to be completed by spring 2008 and will be updated continuously as needed. Departments will be notified of any significant changes to the templates through county email and by their SPOC.

The performance measure from this goal was removed because it does not accurately reflect the Purchasing Department's activity. Purchasing staff work with departments on a weekly basis to assist them with their RFPs. The measure for 2006-07 measured changes posted to the template. Posting changes for departmentally specific reasons or changes made from mandates are not necessarily indicators of a streamlined system. Therefore, Purchasing will retain this as a goal in 2008-09 and evaluate the process for future quantifiable measurements.

Removal of 2006-07 Goal

Goal 3, from the 2006-07 Business Plan (Re-advertise the Capabilities of the Intelligent Inserting of Mail to County Departments and any Outside Agencies and Municipalities), was removed. The reason for the removal is due to the fact that information regarding Mail/Courier Services was incorporated into the Purchasing Training Program.

GOAL 4: IMPLEMENT THE COUNTY TRAVEL WEBSITE FOR COUNTY BUSINESS TRAVEL

Objective A: Arrange contractual agreements with rental car, airline, and hotel vendors.

- *Develop an intranet travel portal*
- *Advertise the county travel website to employees*
- *Generate management reports regarding travel*

Objective B: Work with the County Administrative Office to update travel policies.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Percentage of County departments that are using the travel website (64 departments).	N/A	N/A	N/A	N/A	40%

Status

This is a new goal for 2008-09, to garner savings by consolidating purchasing, with an objective of establishing various contractual agreements over a two-year period. By utilizing existing volume purchasing contracts and exploring options to negotiate with other vendors, lower rates will be obtained with travel vendors whenever possible. The County Travel Website will provide reservation services through a travel portal on the Purchasing intranet site, allowing for CAL-Card purchases or direct billing. A primary result of this initiative is to generate management reports regarding county travel expenditures, by department, to ensure that departments are receiving the maximum return on their investment in travel.

GOAL 5: INCREASE COUNTY SURPLUS PROPERTY SALES

Objective A: Create the webpage on the Purchasing Department intranet website for internal county sales.

- *Enable online viewing, inquiries, and purchases*
- *Re-use surplus property within the county*
- *Increasing throughput in the warehouse*
- *Advertise the webpage to county employees*

Objective B: Use the internet auction site Public Surplus for external public sales

- *Increase departmental revenue*
- *Enable online viewing, bidding, and purchases*
- *Minimize labor costs and logistical complications related to live auctions*
- *Advertise the website and online auctions to potential bidders*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
5A. Percentage of county departments that are purchasing surplus property. (64 departments).	N/A	N/A	N/A	N/A	25%
5B. Percentage of public auctions that result in sale on Public Surplus website. (Baseline 400)	N/A	N/A	N/A	N/A	25%

Status

This is a new goal for 2008-09. This goal represents a commitment to improve customer service in regards to the Purchasing Department's mandate to dispose of county surplus property in a cost effective manner. Currently, county departments must view surplus property at the Purchasing Department's warehouse. Departments tag property and arrange for pickup. Upon implementation of a Surplus Property Webpage, surplus property will be available first to county departments, then community-based organizations (in conjunction with Human Services), and finally auction vendors, in accordance with County Policy 11-09.

In addition, the department has begun selling surplus information technology equipment on the internet auction website Public Surplus. The general public can now purchase equipment, remit payment, and claim it at the warehouse.

Removal of 2006-07 Goal

Goal 5, from the 2006-07 Business Plan (Create an Interactive Requisition Form), was removed. Purchasing posted this form on our intranet web page. It's titled "Requisition Form". The form is interactive; you can fill it out online, and submit it to the Purchasing Department along with your quotes. We are still working on finding out what departments are using the interactive form. This will be completed by the end of the fiscal year.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Additional staffing for CAL-Card, Travel Website, and Printing Services (Policy Item)	1.0	40,962	10,241	30,721
The countywide expansion of the CAL-Card Program and initiation of the county travel website necessitates an additional clerical support position. The department is requesting an additional Office Assistant II (OA II) to respond to emails and phone calls regarding the CAL-Card guidelines, process applications, schedule training, and destroy canceled cards. In addition, the OA II will support the travel website program by maintaining daily automated logs, responding to inquiries, and generating monthly reports. The OA II will also support the ARMC forms program and database on a daily basis. This position would also coordinate with Printing Services regarding a variety of advertising initiatives for these same programs.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1. Percentage of departments utilizing both the CAL-Card and the county travel website.					50%

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Laurie Rozko, Interim Director, at (909) 387-2074.



Laurie Milhiser
Director

Mission Statement

Risk Management seeks to minimize the frequency and severity of financial loss to the County through a coordinated integrated risk management program that includes identification and assessment of exposures that can result in loss, effective risk reduction and loss prevention programs for identified risks, aggressive claims management, and fiscally responsible risk financing and recovery.



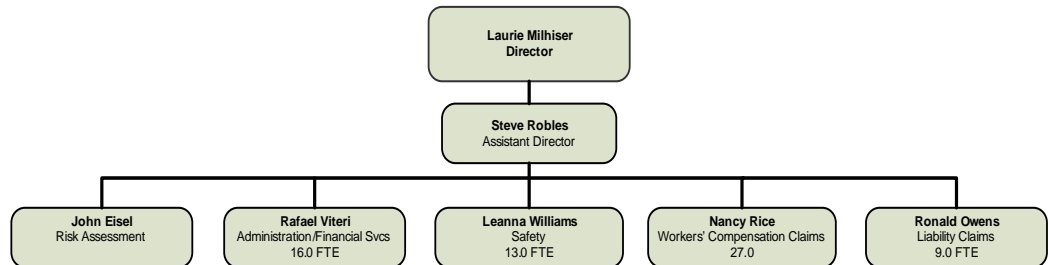
GOALS

**MINIMIZE RISK
MANAGEMENT COSTS
AND STABILIZE
PREMIUMS CHARGED
TO COUNTY
DEPARTMENTS**

**IMPROVE CUSTOMER
SERVICE BY PROVIDING
INTERACTIVE
COMMUNICATION OF
RISK MANAGEMENT
DATA**

RISK MANAGEMENT

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Risk Management Department is comprised of safety and loss control, workers' compensation claims administration, liability claims administration, and finance and administration. Safety and loss control staff are assigned to support high-risk areas of county operations such as the Arrowhead Regional Medical Center (ARMC), Sheriff, Fire, and Special Districts. Additional safety and loss control staff provide support to other county departments and provide training for county employees in areas such as safe driving and Occupational Safety and Health Administration (OSHA) mandated programs. Safety and loss control staff have a major focus on reducing repetitive motion injuries through aggressive ergonomic training.

Workers' compensation claims administration staff focus on providing the best possible care to ill and injured workers at the most economical cost. Workers' compensation benefits are defined by the State of California and recent reforms have improved the way care is provided to ill and injured workers and many cost control measures have been instituted. The workers' compensation claims administrators are charged with understanding and implementing the complex delivery system, while focusing on getting ill and injured workers well and back to work as quickly as possible.

Liability claims administration staff manage the myriad of claims presented to the county by third parties. Liability Claims adjusters coordinate the settlement of legitimate claims with insurance carriers and approve payments from self-insurance funds. Working with County Counsel and outside law firms, the adjusters manage the defense of disputed claims and provide support as needed.

Finance and administration oversee approximately \$160 million in self-insurance funds. In collaboration with the Director of Risk Management, the administrative section manages all aspects of the county insurance programs and oversees the placement of insurance to provide the broadest possible coverage at the most economical cost. Risk assessment works with departments to assure that contracts contain risk transfer language and insurance requirements to protect the interests of the county.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Revenue Over/ (Under) Exp	Staffing
Internal Service Funds				
Operations	7,082,321	7,082,321	-	72.0
Insurance Programs	70,334,073	106,326,183	35,992,110	-
Total Internal Service Funds	77,416,394	113,408,504	35,992,110	72.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MINIMIZE RISK MANAGEMENT COSTS AND STABILIZE PREMIUMS CHARGED TO COUNTY DEPARTMENTS

Objective A: Improve contract management relative to risk transfer.

Objective B: Reduce the average cost per claim for workers' compensation and general liability.

Objective C: Achieve 80% "target" confidence level in self-insurance funds as recommended by actuarial analysis.

Objective D: Evaluate alternative insurance placements and combinations of insurance and self-insurance to minimize the cost of risk.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of verified compliance with contractual insurance requirements.	<50%	52%	80%	75%	80%
1B. Reduce average cost per workers' compensation claim. Reduce average cost per general liability claim.	\$19,732 \$11,179	\$12,490 \$ 9,144	≤\$18,500 ≤\$10,000	≤\$18,500 ≤\$10,000	≤\$18,000 ≤\$ 9,500
1C. Funding percentage of insurance funds at 80% actuarial confidence level.	N/A	N/A	100%	100%	100%
1D. Reduce total cost of risk.	N/A	N/A	N/A	N/A	10%

Status

The Risk Management budget is funded by premiums paid by all county departments, therefore, controlling expenditures is beneficial to all county departments. Factors that strongly influence risk management costs are the frequency of loss (number of losses or injuries in a given period), the severity of loss (actual dollars paid once a loss or injury occurs), and the cost of insurance premiums. An additional factor influencing premiums charged to county departments is the restoration of fund balances or reserves to cover self-insured or retained losses that fall below insurance levels.

During the 1990's, severe budget problems resulted in a lack of premium assessments and, consequently, funds to pay these retained losses were reduced well below prudent levels. In 2001, a commitment was made to restore the fund balances to a prudent level by June 30, 2008 (defined as the 70% marginally acceptable confidence level as estimated by actuarial analysis). Thus, premiums charged to departments are based upon the amount of money needed to fund current expenses, plus an additional amount to restore the insurance fund balances. By the end of 2006-07, 80% of Risk Management funds had attained the 70% confidence level target. As a result of the county's favorable financial condition, it was decided to increase the confidence levels from a marginally acceptable 70% to a more conservative 80%. This target is expected to be achieved by June 30, 2008. Once these reserves have been restored, premiums charged to departments should be stabilized and are anticipated to be reduced.

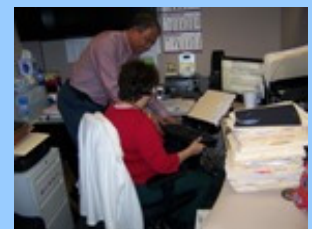
In 2006-07, a new insurance certificate tracking system was implemented, however, data conversion from the prior vendor created some difficulty in bringing the system to full function. As a result, the percentage of verified compliance with contractual insurance requirements was directly impacted for 2006-07. In 2007-08, the department expects the level of compliance to increase once an updated standard practice for insurance requirements is approved, and departmental staff have been trained on utilization of the new system.

2006-07 ACCOMPLISHMENTS

- ❖ Met the 4th year goals of the five year funding program to restore prudent balances in the self-insurance funds
- ❖ Completed Broker of Record request for proposals (RFP)
- ❖ Completed Claims System Administration RFP
- ❖ Began migration to new claims system
- ❖ Completed new design and reconstruction of website
- ❖ Completed office remodel



Safety services in action!



Ergonomic Evaluation

Historically, the county has attempted to maximize the purchase of insurance because of the inadequacy of self-insurance reserves. With the commitment to fund the reserves at conservative levels, comes the opportunity to reduce the amount of insurance purchased and the premiums paid for insurance. The department contracted with a consultant to perform a risk retention study designed to help the county evaluate risk-financing options beyond just the purchase of insurance. In addition, the actuarial consultant was asked to provide estimated ultimate costs of claims based on assumed higher self-insurance retentions. A broker/consultant has been retained to do a comprehensive review of all insurance placements, which will incorporate an analysis of whether a change in the ratio of insurance to self-insurance will result in a reduction in the overall cost of risk.

Claims related expenditures for the Workers' Compensation program remained under \$20 million for a third straight year. This increased the savings for this program to approximately \$13 million over the last three years. The average cost of Workers' Compensation claims is also projected to be higher during 2007-08 as a result of the impact of inflationary components built in the latest legislation, and because of the possible approval of proposed legislation that will institute changes against the reforms brought by SB 899. Liability claims expenditures experienced a higher severity in recent months which compels the department to project a higher average cost per claim for 2007-08.

GOAL 2: IMPROVE CUSTOMER SERVICE BY PROVIDING INTERACTIVE COMMUNICATION OF RISK MANAGEMENT DATA

Objective A: Upgrade department management information system.

Objective B: Implement Risk Management dashboard to provide real-time loss data and information to departments.

Objective C: Establish the position of Claims Manager.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage increase of visits to the Risk Management website. (currently 130/month)	N/A	N/A	50%	50%	50%
2B. Percentage of departments with online access to dashboard.	N/A	N/A	New	10%	100%
2C. CSAC audit results percentage. (90% in 2007-08)	N/A	N/A	New	90%	95%

Status

During 2006-07, Risk Management introduced the concept of Integrated Risk Management to county departments. This is a paradigm shift that seeks to align the strategies, processes, people, technology and knowledge in the organization to meet risk management objectives. In order to successfully integrate this concept into daily operations there is a need to provide departments with better access to risk management data and information. The upgrade of the Risk Management claims system and the creation of a risk management dashboard customized for each department will assist in reaching this objective. Risk Management will provide information monthly, and departments will be able to access the information at any time. An upgrade to the Risk Management website will incorporate this tool and make it available to a wider audience. The dashboard will have workers' compensation claim status, contractual compliance status, and claim related financial status. This goal and related objectives addresses the need to provide accurate, timely information to county departments which will assist them in meeting their risk management obligations.

In addition, the department intends to create a new Claims Manager position. This position will have responsibility for assisting departments in reducing the cost of claims. Of equal importance, however, is that the new Claims Manager position will allow the Claims Supervisors to spend more time working with and evaluating the performance of Claims Adjusters. The CSAC excess insurance programs conduct periodic audits of the county's claims administration. These audits have identified a need for increased supervision and oversight of adjusters. The county's Service FIRST Program has also increased the service level expectation. The Claims Manager, in conjunction with the Claims Supervisors, will be charged with training and monitoring staff performance toward the goal of improving customer service.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Laurie Milhiser, Director, at (909) 386-8620.